

Washington Citizens' Commission on Salaries for Elected Officials

Official Position Description Form for Executive Branch Positions

Name: **Doug Sutherland**

Position Title: **Washington State Commissioner of Public Lands**

May 31, 2006

1. Position Objective

Briefly describe the overall purpose of this position and what is intended to be accomplished through your effort(s). This section should be broadly focused and summarized in two to four sentences.

The Commissioner of Public Lands is the head of the Department of Natural Resources, overseeing the management of 5.4 million acres of forest, agricultural, range, bedlands, tidal and shore lands of the state. Subject to proprietary policies established by the Board of Natural Resources, the Commissioner of Public Lands is responsible for the execution of all duties and functions of the department. The Commissioner is elected to a four-year term of office. The office was created pursuant to Article III, Section 23 of the Washington State Constitution. The duties are outlined in RCW 43.12 and RCW 43.30.

2. Financial Dimensions

- a. Number of employees in your organization: 1,438
- b. Your annual budget*: \$ 255,302,000 **operating and capital**
- c. Other annualized dollar amounts your job controls or **influences**:

<u>Annual Revenues</u>	\$ <u>356,111,000</u>
<u>(item)</u>	<u>(amount)</u>
<u>(item)</u>	<u>(amount)</u>
<u>(item)</u>	<u>(amount)</u>

*Direct control budget – salaries, benefits, etc., of organization staff plus other items under direct control.

3. Principal Responsibilities

List in a series of brief factual statements*, starting with the most important, the accountabilities of your position. Each statement should be a complete sentence describing a single basic end result your job is expected to accomplish. Typically, eight to ten responsibilities are listed, but there is no limit.

The Department has four major functional areas of responsibility which are managed by the Commissioner of Public Lands:

- **Managing 5.4 million acres of trust lands granted to the people of the state.**
- **Protecting public resources and enforcing regulatory rules.**
- **Serving as lead fire fighting agency on 12 million acres of private and state forest land.**
- **Managing 119,936 acres of special lands purchased by the legislature and protected as natural resource areas.**

The Commissioner is designated as a member of the following statutory organizations:

- **Board of Natural Resources**
- **Forest Practices Board**
- **Harbor Lines Commission**
- **State Shorelines Hearings Board**
- **Energy Facility Site Evaluation Council**
- **Oil and Gas Conservation Committee**
- **Nuclear Waste Board**
- **Puget Sound Water Quality Authority**
- **Interagency Committee for Outdoor Recreation**
- **State Capitol Committee**
- **Board of Geographic Names**

Responsibilities for each are defined by statute.

*Note: Accountabilities are duty statements written in terms of end results expected and degree of answerability for consequences of results.

Washington Citizens' Commission on Salaries for Elected Officials

Official Position Description Form for Executive Branch Positions

Page 3

4. Knowledge and Skills

This section should include a brief statement(s) indicating the knowledge and skills required of the position to perform the full scope of job responsibilities.

a. Education:

Doug attended the Central Washington University in Ellensburg, graduating in 1959 with a B.A. degree in history.

b. Experience, including management experience:

Commissioner Doug Sutherland's diverse background incorporates all of the experience, knowledge and skills needed to facilitate the duties of the office of Commissioner of Public Lands. A brief overview;

2001-	Commissioner of Public Lands
1993-2000	Pierce County Executive
1989-1992	City Manager, City of SeaTac (SeaTac's first City Manager)
1980-1989	Held positions as Mayor and City Councilmember during these years.
1971-1989	Owner and CEO, Tacoma Tent and Awning Company Inc.
1960-1971	Program Manager, The Boeing Company, Renton Airplane Division

c. Specialized (job content) knowledge and skills:

The Commissioner of Public Lands is a statewide elected office, created in the Constitution. By statute, the Commissioner is the Administrator of the Department of Natural Resources. A person who is elected to this position must encompass a wide range of both public and private sector administration and business skills.

5. Nature and Scope

This section should include a short and descriptive narrative that addresses the following requirements in the position:

a. Organization (an agency overview organizational chart, on one page please):

- **Size and roll of this position and its importance to the state's mission and reputation. Diversity of job scope/responsibilities.**

Washington Citizens' Commission on Salaries for Elected Officials

Official Position Description Form for Executive Branch Positions

Page 4

Managing State Lands:

The Department manages lands Federally granted to the State in trust, 2.1 million acres of timbered lands, .7 million acres of agricultural and grazing lands, 2.6 million acres of submerged lands (the beds, shore lands and tidelands of all the navigable waters of the state, including rivers, streams, lakes, and the marine waters) and a number of commercial properties.

The lands are managed for a variety of purposes and under varying constitutional and statutory frameworks. Most of the timber and agricultural land are managed to generate income for a specific named beneficiary institute of the state, such as the common school system, the University of Washington, Washington State University and the regional universities, capital buildings, etc. The submerged lands are managed to assure the perpetuation of navigation and commerce and to assure water access for the public.

The Department is required by the constitution to manage these lands and resources as perpetual trusts, which means that they must be managed to ensure a revenue stream for generations of Washingtonians, even those yet to be born.

The Department provides recreation facilities and access for recreational purposes on the lands it manages. We have in excess of 150 campground sites and thousands of miles of trails and roads. Each year we hosted over 11 million visitors.

The Department offers information on mineral deposits, oil and gas exploration, maps, aerial photos and geographic data to landowners, communities, and professionals. The DNR geologists also aid communities in planning and providing information on geologic hazards such as earthquakes.

Protecting Public Resources:

The Department is responsible for protecting public resources, including fish, wildlife, water quality and public infrastructure such as roads and bridges as commercial activities are carried out on both state and private lands – 12 million acres. In order to achieve this the primary program administered by the Department is the Forest Practices Act. This Act sets forth the allowable activities that can be conducted while harvesting timber, and the restrictions that must be followed in order to protect public resources. The Department manages this program within a complex set of regulations adopted by the Forest Practices Board, which is chaired by the Commissioner.

The Department also protects public resources by administering the Surface Mining Act, to ensure that when mining operations in the state are completed, the land is reclaimed to a legal standard that protects public resources.

Additionally, the Department provides professional advice to small landowners; forest nurseries are maintained to provide 8-12 million seedlings for state and private landowners; and scientific research is conducted for the benefit of future production, both public and private.

Washington Citizens' Commission on Salaries for Elected Officials

Official Position Description Form for Executive Branch Positions

Page 5

Fire Fighting Responsibilities:

The Department is the first response team for wildfires on all undeveloped, nonfederal land in the state – 12 million acres. To combat the fires we use existing DNR staff, correctional camp inmates and temporary fire fighters, along with air tankers, helicopters, fire trucks, tools and equipment. Our program has received national recognition and involves several thousand fire fighters throughout the fire season. The program is coordinated with the national and local fire fighting forces and operates on a unified command structure to ensure public resources receive the best protection possible.

These resources are also deployed in the other state declared emergencies such as landslides and floods.

Managing Special Lands:

The Department oversees the selection, purchase and management of 119,936 acres of lands designated by the legislature as “living museums” for future Washingtonians. These lands contain some of the best examples of disappearing ecosystems left in our state and are available for scientific research and education, as well as low impact public use. They are considered to be unique and valuable ecosystems.

b. Management environment.

- Key challenges, sensitivities, risks, etc., inherent in the position and political environment.
- Any unique requirements associated with the performance of job responsibilities.
- Key interfaces.

The major challenge facing the Commissioner of Public Lands is to maintain a healthy balance of our natural resources. To successfully deal with the challenges the Commissioner must balance the interests of state land management, schools, other trust beneficiaries, our communities and the environment. This is becoming more difficult with the continuing increase of population in the State of Washington and the decreasing State budgets.

It is critical that the Commissioner work in a collaborative manner with the constituency and all sectors of the Federal, State, and Local governments, to ensure that this critical balance can be realized and preserved.

c. Problem solving/decision making requirements.

This section should contain a brief statement(s) indicating the thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and making conclusion.

Washington Citizens' Commission on Salaries for Elected Officials

Official Position Description Form for Executive Branch Positions

Page 6

Problem solving has two dimensions:

1. The thinking environment considers the degree of freedom to think and type of information that is processed in order to solve problems. Consideration is given to the scope and impact of policies, procedures, precedents, available standards/practices, and outcomes of decisions.
2. The thinking challenge considers the type (level and complexity) of thinking the job requires to make decisions in various job situations. Describe what situations/circumstances place the greatest mental demands on this position.

Problem solving measures the intensity of the mental process which employs know-how to (1) identify; (2) define; and (3) resolve a problem.

The Commissioner of Public Lands is a very complex job and requires the highest degree of solid problem and decision-making skills. Doug's diverse background in Government and the private sector have given him 46 years of experience in this area.

d. Accountability.

This section should contain a brief statement(s) indicating the answerability for an action and its consequences. It is the measured effect of the job on end results. It has two dimensions:

1. Freedom to Act – considers the degree of controls and limitation placed on the job's authority that are set by policies, procedures, precedents, and standard practices.
2. Job Impact – considers the type and degree of influence the job contributes to the end result:
 - Primary Controlling impact on end results, where shared accountability or others is subordinate.
 - Shared Participating equally with others (except own subordinates and superiors), within or outside organizational unit, in taking action.

Being an elected position the Commissioner of Public lands is mostly accountable to the citizens of Washington State and the Trust Beneficiaries of the land.

Washington Citizens' Commission on Salaries for Elected Officials

Official Position Description Form for Executive Branch Positions

Page 7

e. Planning (Technical and Strategic).

- Focus on the requirement for and impact of planning on the state's mission and success of the agency.

The Commissioner of Public Lands and his key management re-evaluate the Departments priorities, goals, mission and principles each year. This year our strategic planning retreat took place in April 2006, from that we developed 16 key priorities to focus on over the next 2 years and added a new category to our mission and principles. The landscape of natural resource is constantly changing and requires on-going strategic planning to properly address the states needs in this area.

6. **Recent Change(s) in this Position**

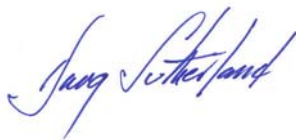
What significant changes have occurred in the job since its last review in 2003? Use the format outline to organize your comments.

No significant changes.

7. **General Comments**

Please discuss anything else that may contribute to the understanding of your job responsibilities.

Signature:



Date: 5/31/06

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